

**National Park Service
Golden Gate National Recreation Area**

**Fort Baker Retreat and Conference Center
Request for Proposals (“RFP”)**

Questions from the Public to the RFP “Short List”

**October 10, 2001
Bay Model Visitors Center
Sausalito, California**

The following questions were submitted by members of the audience to be directed to representatives of the “short list” of three firms invited by NPS to submit responses to the RFP: Acquest Realty Advisors, Historic Restoration Inc., and Passport Resorts.

Transportation/Parking

For All Proposals:

-Can you delineate ...be specific.... What your traffic mitigations? Will be, e.g. Shuttle service, circulation, parking spaces?

-Please more detail on your transportation plans.

-Do you have a reliable estimate on how many cars will frequent the FB retreat on a daily basis: during commute hours, in the evenings. On weekends, etc. etc....?

-Are you intending to promote bicycle thoroughfares for Bike commuters?

-Please tell me if the following roads will still be accessible to the public, also will they be safe for bicyclists Bunker Road to Murray Circle to East Road to Ft. Baker Road. Also what about the bicycle path off of the Golden Gate Bridge down to Murray Circle?

-Why did you chose the traffic plan that you have?

-What provisions have been made for tour bus parking? Could be up to 100 tour buses on weekends?

-Is it now unrealistic to assume that visitors will “Stay Put” on the site during their stay? To assume that visitors who arrived by car will resort to using shuttles and public transportation to go out for dinner north or via, e.g. Golden Gate Bridge south and to the redwood, wine country, etc.etc...

For Acquest/Benchmark:

-How will the Charter School handle their traffic impacts since none of the students will live on site and all will need to drive to this site. How many car trips will this generate? Has this information been calculated and included in any of the existing traffic studies for this project?

For HRI:

-Where is the parking plan? Explain the traffic flow concept.

-Where is the parking for the site?

-You have barely as many parking spaces as you do guest rooms. How on earth do you plan to get hundreds of employees back and forth to work, give the public access, and provide guests with parking? Shuttles as we all know are a nice idea, but not very practical.

-Could you reduce 227 lodging rooms to seven daily vehicle trip? Will you not increase units later as you did on Chatham Bar?

-Parking “hidden “ but how many spaces and how is related to shuttles.

For Passport:

-What will East Road be used for?

-Where will the guest’s cars be parked once they are dropped off?

-There are all sorts of present users of the waterfront at Ft. Baker such as kayakers, the local Outrigger Canoe club, fishermen, and the Presidio Yacht club members and those who come to just enjoy the serenity – where will they park?

Room Capacity/Expansion

For All:

-These hotels will be located right on the shores of San Francisco Bay and the rooms will stunning views of the City and the Marin Headlands. If these hotels draw in huge profits, what will stop the developers from reaping even more profits in the future by later increasing the size of these hotels?

-What protects Ft. Baker & neighboring communities from requests for more rooms at some future date due to financial exigencies? How are you bound contractually to the plan you present?

-The developers this evening have discussed whether their hotels, office spaces, restaurants, gymnasiums, bookstores, etc. will bring in sufficient “revenue streams.” If the developers discover – halfway through their projects – that their 105- plus room hotels office spaces, etc. will not generate enough money, what will stop the developers from increasing the size of the hotels to 350- plus rooms or more?

-Will expansion be allowed once a proposal is selected and built?

-Do you have a plan to expand beyond your proposal over time?

-How many people are you planning for on the property (in hotel) per day? and at a maximum?

-What is your average daily room rate (ADR) and the range of room rates?

-Over the last many months emphasis has been on room count. There is much more to it than that. Briefly, what other key positive and negative impacts are in your proposal – e.g. net impact?

-What is the room count? What is the room rate? and what is the % set-aside for the institute in your proposed plans for Ft. Baker?

-What is maximum number of 1)guests and 2)employees your project having at the Conference Center at any one time? Break it down for each category.

For HRI:

-How many people can be accommodated at full capacity? Does #227 include multi-room “suites” as one room? How many bedrooms?

For Passport:

-How many total rooms at site?

=Retreat Center 156

=Onsite Housing 24 or more?

=Scholars in residence _____

Total

-What percent of rooms will be set aside for Ft. Baker Institute managed by the NPS?

-Your proposal includes 156 guestrooms & 64 units for employees. Does that mean your proposal calls for 220 sleeping rooms?

-Is the employee housing your are proposing on site? Is that housing included in your 156 guest-room count?

-One of your presenters emphasized there will be “no new buildings” in your plan. Yet, your brochure says you will create a 156-room hotel, a 20,000 square foot office space, a restaurant, a giftshop, a bookstore, etc. Please explain this major discrepancy.

Financing

For all:

- How are you financing development (of your planned centers)? What is your net profit expectation in the first year? second year? third year? and/or what year will the project become profitable? What line item will contribute the largest % to your cash flow from operations? What % is it? What line items compose 80% of revenue? What % of revenue is contributed by room rentals? What % of revenue / year are required for NPS fees and assessments?
- What is your first stabilized year capitalization rate? (this very technical but very important!)
- Addressing the concern of economic viability, should your revenue projections fall short, what financial guarantees will be in place to assure that the activities and facilities you have promised will become firm realities?
- How much money will you pay to GGNRA for operating in Ft. Baker – each year up front?
- Who are your financing partners? How much \$ are they putting in (each)?
- What will you cut from your plan if you have to decrease the number (#) of room? (first & second) How will budget overruns be financed?
- How will usage shortfalls be covered?
- Can we get an “equal comparison” from all these regarding: 1.Their costs 2. Their financing plans & sources 3. How to distribute the income & to whom?

For Acquest/Benchmark:

- Your financing plan refers to a joint powers agreement with local agencies.
 - #1 – Will these agencies be expected to contribute financial capital?
 - #2 – What if local JPA cannot be formed – where will financial capital come from?(Questions from C.I. Donald, 254 Spencer Ave., Sausalito)
- Failing support for a JPA what alternate funding plan do you have?
- Please explain what happens (particularly in current economic situation) if financing doesn't go through? What is guarantee community will pass the bond?
- Have you ever been part of a project structured with “partnership” exactly the same as this one? e.g.: JPA and involving a school district, non-profit leasee, Benchmark, etc.
- Acquest's financing plan is based on a JPA to assure its low number of rooms. What happen if not enough local governments sign on? At what point do they have to show they have this

financing? What happen if they are awarded the project and the JPA doesn't pan out in larger size?

- Acquest projects total construction costs (40 million) at significantly less then other 2 (approx. 50 million). If Acquest is awarded projects, find they have under-estimated, can't "make it" without increasing size, how would that play out? Conversely, if the Center were to become very successful (always sold out) – would that justify an increase in size to accommodate demand?

For HRI:

-What is your total project cost and what is the breakdown of costs?

-Your philosophy of "extras" obviously adds costs to the project. These costs require extra rooms. Could you reduce the number of rooms if you didn't roll-in all these extras?

For Passport:

-Please explain how your plan to finance this project and maintain it long term financially, particularly in this current unstable economic climate.

-How are you going to finance your project?

-How will you pay for your project? Is there a chance you can't raise the money you need?

Habitat/Environmental Impact/Sustainability

For All:

-What plans do you have to protect the endangered species at Ft. Baker specifically the Mission Blue Butterfly?

For HRI:

-Where did you get the ridiculous notion that salmon are going to spawn here if you “Restore” the marsh?

-Regarding the renovation of that marsh – isn’t this out of the jurisdiction of the RFP? Can you really let some group pay an extra \$6 million or whatever the cost is, to in essence buy the deal? We didn’t realize it was “for sale” to the highest buyer. This is not right.

-Will you remove exotics / Eucalyptus (not to introduce “drought resistant plantings” *that are not native) *item on page 2 brochure?

For Passport:

-Are you restoring palette to nature spices/trees using creek as inflow to marsh – beach possibility. (from Cindy Baiton Landscaping)

-Irrigation from rainfall storage? What about tertiary effluent?

For NPS:

-Tom Peters of the Marin Foundation, who has given \$1 million to the Discovery Museum – was quoted in the press this week as saying there is a congressional mandate for sustainability for Ft. Baker much like the Presidio. We have been told by Brian O’Neill that Ft. Baker is under no such mandate for sustainability. Which is true?

Public Access

For All:

- How will your retreat center be open to the public?
- Will dogs still be allowed once conference center is built?
- Will the conference center be open to the public for programs, restaurants and amenities?
- What will be the cost/night to your conference guests and will the rooms be available to the public for rental at these rates when they are not filled by conference attendees?
- How does your vision for Ft. Baker preserve and enhance public serving water oriented uses?
- I am concerned about the visibility of these hotels. As I drive home from the City. I look over the Golden Gate Bridge and see a pristine, relatively untouched park. In a year from now, and am I going to see a 150- plus room hotel, restaurants, gymnasium, card and swarms of people? I want to preserve the park for my children and grandchildren. I don't understand why we need to put hotels in the park.
- Will the boat ramp remain available for public uses – with nearby parking? It is currently the only place to launch in the southern part of the county, that has parking.

For HRI:

- Discovery Museum – will you require one day monthly free admission (as other museums on Bay Area do, especially since on public lands, NPS). Fishing Pier – Ferry connection? Water related access was stated spaces where are they?

For Passport:

- Financing – non-profit partners will have funding limitations in recession times - \$63 million source. Since Discovery Museum is a partner, will they have one day free admission monthly and will you have traditional “free” access to Learning center for youth and for “scholars” / general study-a library? Is the restaurant opens to all visitors to GGNRA?

Educational Institutes

For all:

-How do you envision your project partnering with the Bay Area Discovery Museum and providing educational opportunities for a family audience?

-Are there any plans for affordable low income housing for educators or people who work in area of education?

For Acquest/Benchmark:

-Doesn't the park service EIS specifically say that Charter Schools will not be allowed?

-Why propose a school when it was an alternative that was considered but rejected in the park service EIS?

-Acquest and its relationship w/Sausalito School. I'm a Sausalito resident and have read nothing indicating the School Board has endorsed the affiliation of the School District with this development proposer. Does this partnership indicate the School District is indeed endorsing this developer over the others? (If so, I'm appalled).

-Traffic impact did not include trip generations

-Are you planning on school buses no regional traffic generating sports and activities, usually private vehicles associated with campus, will you have fee for use public school or *are you proposing private charter school*. Isolating Marin City community? Philosophy is wrong – A financing mechanism other public schools should have equal opportunity access to Fr. Baker, Marin County Office of Education for joint powers? If profits go to public bonds, what about loss? No golf course, please – recreation “in local community” traffic generation. Marketing – sting programming?

Miscellaneous

For All:

-Are you affiliated with any other hotel companies? Does your plan include the newest development plan for BADM? How will your plan charge due to closure of the waterfront after the 9/11 attacks?

-How will the City of Sausalito's litigation against the National Park Service impact your interest in pursuing the project and, if selected your entering into lease negotiations?

-How does the Sausalito lawsuit effect your proposal?

-Is it premature for the developers to bid on this project? If the federal court decides the National Park Service should not turn Ft. Baker into a hotel/business park, and requires another environmental impact statement to consider other alternatives, will the developers have to restructure these plans?

-Will the developers agree to enter into a Project Labor Agreement with the building and construction trade labor unions working on the construction phase of the project? Will the conference operator agree to sign a Card Check Neutrality Agreement so conference center workers can engage in labor union organizing drive free from harassment and intimidation?

-The hotel workers union has asked each of the 3 teams to sign agreements pledging that the employer of future hotel workers will be neutral on the issue of unionization and will respect the wishes of the workers on whether they want a union or not. The Ft. Baker Ad Hoc Committee and Congresswoman Lynn Woolsey have recommended that this issue be part of the selection criteria. **QUESTION TO THE BIDDING TEAMS:** Would you be willing to sign such an agreement prior to the selection of the final team?

-What is the track record of each applicant in keeping within the parameters of their proposals? Experience at Hamilton has the successful developer come back repeatedly to amend the accepted plan to increase the footprint and uses. Can you keep within the scope of your proposal?

For Acquest/Benchmark:

-One of the speakers for this developer said, “it is like the field of dreams, if you build it, they will come.” Is a 150- room hotel, 15,000 square foot office space, restaurant, gymnasium, and pub really Ft. Baker’s field of dreams? Do we really want all those folks to come? How does Acquest propose to preserve the park for future generations?

For Passport:

-Why 3 nonprofit institutes? Why not just have the Ft. Baker Institute?

-How would 3 institutes work in the smallest of all proposals?

For NPS:

-Do you know why the City of Sausalito was not invited to the event on 10/17/01 (?) the open house sponsored by GGNRA, Betsy Cutler & BADM?